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FIFTH COUNTRY PROGRAMME FOR GHANA

Programme period	Resources	$
1993-1996	Net IPF	46 792
	Total	46 792

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Since 1983, the Government of the Provisional National Defence Council, assisted by the International Monetary Fund (IMF) and the World Bank, has been implementing policy reform measures under the economic recovery and structural adjustment programme (SAP) to arrest economic and social decline, which took a sharp turn for the worse after the mid-1970s. The major objectives of the SAP were to: (a) shift relative prices in favour of production, particularly exports; (b) restore fiscal and monetary discipline; (c) initiate rehabilitation of the country's productive base and infrastructure; (d) restore incentives for private savings and investment; and (e) strengthen public sector management and implementation capacity.

2. Economic performance over the reform period has been satisfactory. Real gross domestic product (GDP) grew on average by over 5 per cent a year against population growth of 2.6 per cent. The annual inflation rate fell from 142 per cent in 1983 to about 10 per cent by December 1991. The overall balance of payments position has improved substantially, from a deficit of $243 million in 1983 to a surplus of $130 million in 1991. External debt increased from $1.3 billion in 1983 to $3.7 billion in 1991, the latter being more in long-term concessional loans as against earlier short-term commercial loans. The debt-service ratio therefore eased from 68 per cent in 1988 to 30 per cent by 1991. Per capita income rose from $290 in 1980 to $400 in 1991. The Government has resumed the rehabilitation and improvement of basic economic and social infrastructures.

3. Despite the increases in per capita income, considerable deprivation still exists, especially among women, rural dwellers and the urban poor in Ghana. Women's contribution to development was inhibited by limited access to education at all levels, with the literacy rate for females at only 73 per cent of that for males in 1990. The Human Development Report 1992 ranks Ghana at 119 out of 160 countries, with 6.7 million people out of a total population of 15 million below the poverty line in 1990.

B. National development objectives and strategies

4. To ensure sustainability of the above reforms, an overriding objective of the Government is to improve national capacity (including human and institutional) for economic management at the national, regional and local levels. The structural reforms have provided an enabling environment for private sector development and a favourable climate for investment. The Government therefore aims to support the private sector to develop the requisite capacity to take advantage of the liberalized investment climate. This will require building national capacity to produce trained human resources. This entire area was the subject of a major study under the Ghana national technical cooperation assessment and programmes (NATCAP) and its

recommendations constitute the basis of theme II of the country programme: capacity-building for development management.

5. To mitigate the adverse impact of SAP on vulnerable groups and to alleviate poverty, the Government intends to follow a multi-dimensional strategy aimed at raising agricultural productivity (including fisheries and forestry); grass-roots and rural activities that support non-agricultural activities and provide linkages to the farming and fishing communities; women's participation in development (including literacy and access to credit); and the use of indigenous non-governmental organizations.

II. EXTERNAL COOPERATION

A. Role of external cooperation

6. External cooperation plays an important and strategic role in financing development in Ghana. Disbursements of external aid to Ghana in 1990 amounted to over $581.6 million. Over 40.8 per cent of this total originated from United Nations specialized agencies, including the World Bank, and about 46 per cent from bilateral donors, with the remainder coming from non-United Nations multilateral sources. The leading bilateral donors were: Japan ($78.5 million); United Kingdom ($54.0 million); Canada ($38.0 million); United States of America ($23.1 million); Italy ($15.1 million); and Germany ($14.7 million). The main multilateral donors were the World Bank ($203.3 million), the African Development Bank (AfDB) ($40.6 million) and the European Community/European Investment Bank (EIB) ($25.9 million).

7. Of total aid disbursed in 1990, technical cooperation amounted to $143.4 million or 24.7 per cent. Investment-related technical cooperation was $77.8 million or 54.3 per cent and free-standing technical cooperation $65.8 million or 45.7 per cent. The vast majority of these resources were loans of $95.8 million or 66.9 per cent. The major source was the United Nations system with the International Development Agency (IDA) providing $97.5 million of the $113.1 million from multilaterals, and UNDP coming next with $8.7 million. The principal sectors receiving technical cooperation were human resources development ($30.2 million); transport ($25.1 million); agriculture, forestry and fisheries ($15.2 million); and development administration ($14.9 million).

B. Aid coordination arrangements

8. The International Economic Relations Division of the Ministry of Finance and Economic Planning is the main Government agency responsible for aid coordination and management, and the Government intends the Division to be at the centre of aid coordination in the country. With UNDP support, the Government is implementing a NATCAP exercise to help improve aid coordination. NATCAP management is located within the International Economic Relations Division. Ghana is a Consultative Group country and has through that process achieved significant progress in aid coordination. Aid coordination between

the Government and donors and among donors has been reasonably strengthened since the Economic Recovery Programme.

9. Significant progress has also been made in coordination among United Nations specialized agencies particularly those of the Joint Consultative Group on Policy (JCGP) through quarterly meetings under the chairmanship of the Resident Coordinator. UNDP and the United Nations Children's Fund (UNICEF) are jointly assisting the National Development Planning Commission to develop a human development strategy, and the World Food Programme (WFP) is expected to support human development objectives in its programmes. The emphasis in the fifth country programme on issues concerning human development and the quality of life is considered a good basis for further coordination among United Nations specialized agencies.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

10. The resources for the fourth country programme amounted to about $40.9 million, including cost-sharing from the World Bank and United Nations specialized agencies. It focused attention on three major objectives: (a) strengthening Government planning and management capacity; (b) promoting grass-roots participation in development; and (c) strengthening Ghanaian institutions providing training and consultancy.

11. During the fourth country programme, significant progress has been made in the use of national expertise in project implementation. Another significant achievement is the development of consultancy resources at the national level as well as at the consultancy centres in the country's three universities. The success of the integrated development project in the Central Region, funded by UNDP, has attracted co-financing from the United States Agency for International Development (USAID) and the Danish International Development Agency (DANIDA) and private financiers. UNDP cooperation has also had great impact in the establishment of the Minerals Commission, the Energy Board and the Ghana National Petroleum Corporation. Rural-based projects such as the Integrated Agricultural Production project, through which farmers obtained credit under a revolving fund, and the various agro-forestry projects have been very successful and are being replicated in other parts of the country. The establishment of vibrant community organizations and community facilities at Essam under the Local-Level Planning project is also serving as a model for other communities. An active planning, monitoring and evaluation unit was also established at the Ministry of Agriculture during the fourth country programme.

12. Despite these achievements, the mid-term review of the fourth country programme revealed certain problems in project design and the definition of objectives as well as problems concerning human relations between project personnel and counterpart staff and the high mobility of trained personnel. Further problems were caused by a lack of clear understanding of responsibilities among cooperating Government agencies, the absence of

coordination among related projects, the inadequate monitoring of project activities and weak institutional arrangements for the evaluation of project activities and follow-up.

B. Proposals For UNDP cooperation

1. Preparatory process

13. The aim of the fifth country programme is to support the Government's policy of economic recovery and structural adjustment, including capacity-building for development management; promotion of the private sector; and poverty alleviation. It has been prepared by five inter-agency committees set up by the Government. A draft was considered by a working group of heads of these committees and representatives of the Ministry of Finance and Economic Planning and UNDP. The country programme was then submitted for comments to United Nations specialized agencies, non-United Nations multilateral agencies and bilateral donors, NGOs, UNDP and programme staff. The amended draft document was submitted to the Government for final approval and submission to UNDP headquarters.

2. Strategy for UNDP cooperation

14. The strategy for UNDP cooperation during the fifth cycle has been determined by the Government's priorities identified in the technical cooperation policy framework paper and policy framework paper presented under the SAP; the results of the first phase of the NATCAP exercise; the problems identified as a result of the mid-term review of the fourth country programme and subsequent assessments and evaluations as well as the areas of focus for UNDP cooperation specified in Governing Council decision 90/34, most of which are central to Ghana's long-term development strategy; and sectoral and thematic objectives identified through studies conducted in the preparatory process for the fifth country programme. The Government's objectives relating to women and the environment have been assigned a very high priority, but it was considered more appropriate to integrate these strategies into the various programmes rather than make them the subject of separate programmes.

15. The areas of programme concentration for the fifth country programme are: (a) capacity-building for development management at all levels of Government; (b) support for efficient private sector and science and technology development; and (c) participatory development for poverty alleviation. Part of the unprogrammed reserve will be used to address some miscellaneous ongoing programmes that do not fit neatly under the three areas of concentration but are nevertheless important to the Government's effort to sustain its reforms, namely infection by the human immunodeficiency virus (HIV) and of the acquired immune deficiency syndrome (AIDS) and selected environmental projects.

16. Under each programme, areas of complementarity between the country and intercountry programmes for the fifth cycle will be developed to benefit from intergovernmental approaches and programmes conducted at centres of excellence

located within the subregion. UNDP will promote continued support for regional training institutions such as the African Institute for Economic Development and Planning (IDEP) in Dakar and link national capacity-building with regional projects under the African Capacity Building Foundation (ACBF) as well as the UNDP/IMF Programme on Macroeconomic Management under Transition and Adjustment.

17. The Government is keenly aware of the comparative advantage associated with the use of UNDP resources in its development efforts. UNDP provides ready access to worldwide sources of expertise in a great variety of areas through the United Nations specialized agencies, and assures the Government of the independence and neutrality of advice in sensitive areas of policy. UNDP concern with capacity-building, sustainability and effectiveness is seen as critical in the country's reform programme since the sustainability of a decade of efforts could otherwise be at risk.

3. Areas of concentration

THEME I: CAPACITY-BUILDING FOR DEVELOPMENT MANAGEMENT (19 per cent)

18. The national objectives in this area will be achieved through a programme to enhance human capacity for development management as identified through the NATCAP exercise. The programme will ensure the availability of adequate, trained manpower to formulate, analyse and translate policies into operational plans; broaden the financial and productive base of the economy; manage productivity and employment increases and ensure a greater role for women; and strengthen the nation's capacity to produce locally the personnel required for development management on a sustainable basis.

19. Proposed UNDP cooperation will cover the following areas:

(a) Strengthening district and regional administration to enable it to manage and administer the programme of decentralization, particularly at district and local levels;

(b) Raising civil service technical and managerial skills and productivity through training to improve planning, policy analysis and implementation capacity;

(c) Strengthening the capacity of training institutions in development management through curriculum revision as well as upgrading staff and encouraging donors to reallocate resources at present devoted to fellowships abroad to the support of national institutions;

(d) Expanding and improving training opportunities for women through career guidance in schools and training needs assessments among younger professional women in an effort to improve their mobility into executive and managerial posts.

20. UNDP is already involved in several discrete interventions in this broad area supporting the wide-ranging development of planning at the national and sectoral levels, statistical development, the national evolution of a human development strategy, strengthening the Planning Department of the University of Science and Technology, the Management Development and Productivity Institute, and the development of a model for planning at the local level. This support is seen as a consolidation and extension of activities under the fourth country programme.

21. Complementary assistance is provided by other donors involved in this programme area. They include the World Bank, the IMF, Germany, the United Kingdom Overseas Development Administration (ODA), the Canadian International Development Agency (CIDA) and USAID. The total amount committed by non-United Nations system donors (but including the World Bank) in this area is $29.929 million.

22. Successful performance indicators will be the existence of district plans produced by trained Ghanaian personnel; a pragmatic and responsive, institutional legal and policy framework for national economic management developed and managed by nationals; a regular output of competently trained graduates adequate for national needs; and significant increases, within the next five years, of the proportion of women in tertiary institutions and in managerial positions in private business and in top executive positions in the Government.

THEME II: SUPPORT FOR THE PRIVATE SECTOR AND SCIENCE AND TECHNOLOGY DEVELOPMENT (30 per cent)

1. Private sector development

23. The national objectives in the private sector are the promotion of economic growth through the acceleration of private sector development, which requires a build-up of the capacity of the sector to respond favourably to investment stimulation. The Government's efforts are aimed at creating an environment in which private initiatives will flourish, creating opportunities for the rapid growth of employment and human welfare within a framework of sustainable development.

24. Proposed UNDP cooperation will cover the following areas:

(a) Strengthening national capacity to identify potentially viable industrial enterprises;

(b) Strengthening national capabilities to formulate and implement policies to promote the private sector through developing its capacity to conduct its own research, thus enabling it to engage in meaningful dialogue with the Government;

(c) Improving requisite support services, including essential mechanisms for supporting private sector development through linkages with national and international marketing organizations and by developing skills to

access external markets; and providing assistance to research in design, labelling and packaging, warehousing and storage;

(d) Developing tourism through support to the expansion of private sector involvement in tourism development, focusing on the Central Region with its historic ports and sites and encouraging understanding of national policy, creating opportunities for meaningful participation of all levels of the population and ensuring a favourable impact of the industry on the environment;

(e) Ensuring ecologically sustainable development by strengthening the capacity of the Environmental Protection Council to monitor all aspects of private sector development as incorporated in the Ghana environmental action plan;

(f) Promoting investment through the creation of an environment conducive to private sector development, including financial sector reform, diversification of financial intermediaries, and the design of an appropriate fiscal and financial framework.

25. UNDP involvement with other partners in these areas includes: a United Nations Industrial Development Organization (UNIDO) programming mission to identify state industries for rehabilitation; cooperating with the International Trade Centre (ITC) in promoting an export promotion council, import trade management and a trade information network; cooperating with the transnational corporations and management division of the United Nations Department for Economic and Social Development in activities related to capital market development, educational promotion and training associated with the Ghana stock exchange; cooperating with the World Tourism Organization (WTO) under the Central Region Integrated Development Project as well as a hotel and tourism catering and training project to promote tourism.

26. Complementary cooperation in this programme is provided by the following donors: USAID, the World Bank and ODA. The total amount committed by these donors under this programme amounts to at least $124.375 million.

27. Successful performance indicators will be a private sector more responsive to investment opportunities in manufacturing and successfully established mechanisms for the mobilization of resources through the domestic capital market and greater use of such mechanisms by private sector investors. It is expected that by the end of the programme there will be a strengthened and more capable Association of Ghana Industries and a Ghana National Chamber of Commerce attentive to the interests of the private sector and displaying alertness and competence in policy analysis as related to the private sector. Also expected are established national organizations for marketing, research and design, packaging and labelling.

2. Science and technology development

28. The basic national objective of the sector is the acceleration of national socio-economic development through increased awareness and the adoption of appropriate scientific and technological capacities. It will be achieved through encouraging science and technology skills, computer awareness, etc., in schools and colleges; the modernization of indigenous small and medium-scale industrial technologies; the transfer of appropriate technologies and their adoption by private entrepreneurs; the improvement of the science sector with special emphasis on the role of women.

29. Proposed UNDP cooperation will address the following issues:

(a) Science and Technology policy management and the development of a national information network through strengthening the capacities of the Ministry of Science and Technology and related institutions in policy planning and monitoring;

(b) Standards and quality development: enhancing the capacity of the Ghana Standards Board and promoting wider availability of its services through regional laboratories assisting private enterprises to improve the quality of their output;

(c) Commercialization of technologies and adoption of science for development by industry: strengthening the capacity of the Organization for Development and Application of Intermediate Technology to disseminate and commercialize appropriate environmentally friendly technologies to small and medium-scale enterprises;

(d) Women in science and technology: encouraging women to undertake more scientific training and research activities through support for the Association of Women in Science and Technology and science workshops for girls;

(e) School science programmes: improving the capabilities of science faculties of secondary and tertiary institutions and assisting the glass-blowing section of the Council for Industrial and Scientific Research to produce commercially simple laboratory wares and teaching materials;

(f) Scientific support for sustainable agriculture/fisheries: expanding national institutional capacity in biotechnology and oceanic research, and promoting the use of environmentally friendly scientific technologies;

(g) A national computer-awareness programme aimed at youth in secondary training institutions.

30. UNDP had only one project on technology transfer during the fourth country programme. Yet, because science and technology, including computer training, are so fundamental to capacity-building in the modern economy, especially in the private sector, UNDP support is being increased as a catalyst to attract other donors to this programme.

31. Complementary assistance will be provided by Japan, Germany, Canada and the European Community as the major donors involved in this programme area, for which they have committed $11.705 million.

32. Successful performance indicators at the end of the fifth cycle will be a significant increase in the use of technologies for small and medium-scale enterprises; greater commercialization of research results based on the use of local raw materials in manufacturing; wider dissemination of the culture of science, particularly amongst women, as demonstrated by a significant increase of their proportion in the relevant areas of secondary and tertiary institutions. In addition, the strengthened capacity of the Ministry of Science and Technology in policy formulation will be demonstrated by a clearly enunciated policy; basic standards will have been established for many consumer products, and a framework for promoting computer awareness will have been instituted.

THEME III: PARTICIPATORY DEVELOPMENT FOR POVERTY ALLEVIATION (34 per cent)

1. Agricultural development including fisheries and forestry

33. The long-term national objectives of this sector, as set out in the medium-term agricultural development strategy, are to reduce rural poverty through increased agricultural productivity and incomes, ensure food security, provide raw material for industry, increase availability of energy and generate surplus for exports through sustainable agricultural development strategies. Assurances of national food security as well as household food security require increased availability for the entire population of food in the right nutrient mix. To achieve this, the Government aims to increase food production of the right mix over and above the current 4 per cent growth, provide storage facilities and create the required environment to ensure greater private sector participation in the marketing, storage, preservation and processing of local food items.

34. Proposed UNDP cooperation in supporting the above goals of the national agricultural policy will cover the following areas:

(a) Institutional strengthening of the Ministry of Agriculture: staff training in policy formulation, implementation and monitoring, and establishment of an efficient management information system;

(b) Agricultural services development: promotion of sustainable agronomic practices such as soil conservation, water management, agro-forestry, forage management, installation of small irrigation schemes, development of feeder roads;

(c) Livestock and fisheries development: promotion of sustainable artisanal fishing and aquaculture techniques and more efficient methods of fish preservation; provision of cold storage; promotion of increased investment in production of livestock and processing and marketing of meat products; control of livestock diseases;

(d) Improvement in marketing, storage, agro-processing and rural credit services: enhancing output, particularly of women farmers, through better storage, reducing post-harvest losses, encouraging rural credit and marketing techniques and adopting improved processing technologies for agricultural products;

(e) Promotion of agricultural technology development: introduction of improved varieties of food and cash crops and dissemination of sustainable techniques of cultivation.

35. UNDP has been involved in the strengthening of the Ministry of Agriculture through the establishment of a policy, planning, monitoring and evaluation unit. It has also been involved in promoting the use of the efficient "Chorkor fish-smoker" and improved techniques of artisanal fishing. The very successful Integrated Agricultural Production project has set a model for credit to farmers, and new methods of crop storage have been developed to reduce post-harvest losses. The fifth country programme will build on and expand these interventions.

36. Complementary assistance is provided by the other major donors involved in this programme namely the World Bank, ODA, CIDA, Germany, Japan, the European Community and the International Fund for Agricultural Development (IFAD), who together have committed approximately $360.782 million to this programme.

37. Successful performance indicators will be a significant expansion in the adoption of sustainable agricultural practices by small farmers and the expansion of aquaculture with substantial increases in output and income; increased use of small dams and water management; effective control of livestock diseases; widespread use of effective storage for crops with consequent reduction of post-harvest losses.

2. Multi-sectoral participatory development for poverty alleviation

38. The national objectives, which are complementary to raising agricultural productivity and rural incomes, are to eliminate the factors that marginalize the poor in order to enhance their capacity to raise their incomes; to provide services that will improve the social conditions of the people with emphasis on women; to support the Government's decentralization policy in promoting grass-roots participation in development; to strengthen the intersectoral linkages of local-level institutions; to strengthen the management of the rural and urban environment so as to ensure its positive contribution to human welfare. Other areas of concentration will be the promotion of capacity-building of local-level institutions and NGOs in the planning, implementation, monitoring and evaluation of development programmes to ensure the successful implementation of the decentralization policy. This programme provides a solid basis for cooperation with UNICEF and other United Nations specialized agencies.

39. Proposed UNDP cooperation will provide assistance in the following areas:

(a) Rural development: improving the living standards of the rural population through more effective organization for the production and marketing of output, improved social and community services, the creation of income-generating opportunities, particularly for women, better management of the rural environment, and more effective participation at the grass-roots level in the decision-making process for community development;

(b) Informal sector development: removal of obstacles to the involvement of women; improvement of technical skills and technology; the promotion of cooperative approaches to facilitate resource mobilization and marketing; and the promotion of awareness of requirements of sound environmental management;

(c) Support to NGOs: strengthening of indigenous NGOs and promoting cooperation with international NGOs; identification of specific roles for NGOs, particularly in family-life education and population planning, health, water, basic education and the protection of the environment;

(d) Non-formal education: assistance to the Non-Formal Education Division of the Ministry of Education to expand its operations in order to enhance the basic skills of the poor and raise community empowerment for sustainable development. This goal is consistent with the mandate of the World Declaration on Education for All.

40. During the fourth cycle, UNDP undertook a series of projects in this area: a successful pilot project for planning at the community level; a project in feeder roads development; rural cottage enterprises development; rural water supply and sanitation; agroforestry development; NGO Management Service Unit; technology, capitalization and training for rural business women; a rural pilot project for food and energy self-sufficiency; training for rural development management; rural water supply and sanitation management; a community-based rural water supply and sanitation programme, enhancing opportunities for women in development. Many of these projects are still ongoing. Emphasis will be placed on direct support as well as the training of community leaders in the importance of potable water, sustainable energy practices, environmental sanitation, health education and community mobilization.

41. Complementary assistance is provided by important donors involved in this area, no doubt in part because the scope of the programme is wide and multifaceted. The most important donors include the World Bank, CIDA, Germany, USAID, Japan, ODA, the European Community, NGOs, IFAD, UNICEF and the United Nations Population Fund (UNFPA). Together they have committed resources amounting to over $251.494 million for this programme.

42. Among the United Nations specialized agencies, IFAD has major small-holder production, marketing and credit schemes in the country; UNICEF has a multifaceted programme involving health and nutrition, basic learning needs, water and sanitation and social mobilization in 10 model districts and

has sponsored the preparation of the National Programme of Action, which has been endorsed by Government within the context of a human development strategy. UNFPA has programmes in maternal and child health care and family planning; information, education and communication; and women, population and development.

43. UNDP work in poverty alleviation will require close coordination with the operations of other United Nations agencies as well as with bilateral and multilateral donors. One important difference that UNDP intervention is expected to make is to enhance coordination and monitoring in this vital area. The Government of the Netherlands in particular has expressed an interest in co-financing with UNDP in this area.

44. It is expected that a large number of donors will be involved and successful performance indicators will include a significant impact on the social conditions of the poor. The Government aims to increase the adult literacy rate from 60 to 70 per cent; the level of access to health facilities from 61 to 70 per cent; the access to sanitation from 31 to 45 per cent; and access to safe water from 57 to 75 per cent. There will also be a substantial increase in the level of community mobilization for action programmes and resource mobilization; a higher level of cooperation among NGOs through exchange of information and a more effective coordination role by the national umbrella organization for NGOs; and an increase in the informal sector in the use of the cooperative approach to facilitate mobilization of resources for improved technology and enhanced efficiency of production.

Other programme activities and reserves (17 per cent)

45. UNDP is already involved in an AIDS planning and management project with the World Health Organization (WHO) and proposes to continue and expand its assistance in this area to cover not only AIDS education and awareness but also, in conjunction with other donors, the establishment, under the WHO/UNDP Alliance to Combat AIDS, of institutional arrangements to care for those infected by HIV/AIDS, as well as care for children orphaned as a result of AIDS. Besides UNDP and WHO, there are other donors such as the European Community, Germany and ODA involved in the field of HIV/AIDS, with WHO helping the Government to coordinate the work of various donors under the programme.

46. Drug abuse is reportedly an extremely serious problem in Ghana. UNDP will assist the Government in creating a greater awareness of the dangers of drug abuse among children of school age and to establish facilities for the treatment of addicts.

47. These areas of assistance as well as others not included under the priority areas identified in the country programme will be financed out of the unprogrammed reserve, which will also allow for the incorporation of new programme activities in due course.

C. Implementation and management arrangements

48. Given the multidisciplinary and intersectoral nature of each programme, and the flexibility of the country programme to respond to changes in national objectives and strategy, it is considered appropriate that its execution should be under the direction and management of a programme management committee, with representatives having expertise in the various major disciplines represented in the country programme. This will facilitate the maintenance of a close affinity between the country programme objectives and the national development objectives. In addition to the substantive disciplines, the Ministry of Finance and Economic Planning, the National Development Planning Commission and UNDP will be represented on this committee.

49. As considered necessary, particularly where the capacity for national execution still needs to be developed, responsibility for the execution of particular activities or aspects of a programme will be undertaken by United Nations specialized agencies, NGOs or private sector agencies on the basis of an assessment of their specialized knowledge or competence. However, ultimate responsibility for overall execution will rest with the programme management committee, which will be located in a host ministry considered to have substantive jurisdiction over the major activities of the programme. The host ministry will provide the supporting secretariat for the programme; the necessary strengthening and training will be provided by UNDP to develop the ministry's capacity for national execution. The committee will assume responsibility for the preparation of terms of reference, selection and appointment of experts and consultants (national and international), the procurement of vehicles and equipment both locally and abroad, and the design and amendment of the substantive aspects of the activities of the programme. UNDP will ensure that the agreed accounting procedures and audit mechanisms are put in place and followed. The committee will be co-chaired by the host ministry and the Ministry of Finance and Economic Planning.

50. The Ministry of Finance and Economic Planning will have increasingly onerous monitoring responsibilities for national execution. In addition to monitoring the commitment and disbursement of external aid, the Ministry will have to monitor the progress of the programme and the extent to which it meets stated objectives. Its capacity for doing this will have to be strengthened.

51. UNDP will agree with the Government on a system of accounting which is acceptable to both and will ensure that programme personnel are trained to operate it. The accounting system will include an appropriate system of financial auditing as well as management auditing of procurement and contracting practices. The country programme will be reviewed jointly by all parties on an annual basis to assess the extent to which objectives are being met.

52. Ghana has an active project facility for technical cooperation among developing countries and it is intended to make extensive use of this modality in the implementation of the programme. General logistic support to facilitate Government monitoring of nationally executed projects and training

of Government personnel in national execution modality will be provided under a logistic support project. Programme implementation will be further strengthened by seeking support through a programme support project.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

	(Thousands of dollars)	
Carry-over from fourth cycle IPF	4 231	
Fifth cycle IPF	42 561	
Subtotal IPF		46 792
Project cost-sharing (Government)	-	
Project cost-sharing (third-party)	-	
Programme cost-sharing	-	
Subtotal cost-sharing		-
TOTAL		46 792

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	Thousands of dollars IPF	Cost-sharing	Total	Percentage of total resources
Enhancing human capacity for national economic management	9 137	-	9 137	19
Efficient private sector and science and technology development	13 704	-	13 704	30
Multisectoral participatory development for poverty alleviation, including agricultural development with fisheries and forestry	15 989	-	15 989	34
Programme management	2 284	-	2 284	5
Subtotal	41 114	-	41 114	
Unprogrammed reserve	5 678	-	5 678	12
TOTAL	46 792	-	46 792	100

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III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

	Thousands of dollars	
A. UNDP-administered funds		
SPR	500	
UNSO	300	
UNIFEM	200	
UNV		
Africa 2000	1 000	
Subtotal		2 000
B. Other United Nations resources		
JCGP participating agencies		
UNFPA (1992-1995)	8 400	
UNICEF (1992-1995)	16 764	
WFP (1992-1994)	24 000	
IFAD (1992-1995)	26 000	
Subtotal		75 164
Other UN agencies not financed by UNDP		1 800
Environmental funds		
Global Environment Facility	3 000	
Montreal Facility	600	
Capacity 21	500	
Subtotal		5 900
Total non-core and other United Nations resources		84 864
C. Non-United Nations resources		778 285
TOTAL		863 149

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Annex II

PROGRAMME MATRIX a/

Areas of concentration	Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I. CAPACITY-BUILDING FOR DEVELOPMENT MANAGEMENT						
1. Strengthening district and regional administration	*	*	*			
2. Raising civil service skills		*	*			*
3. Strengthening training institutions		*	*	*	*	
4. Expanding training opportunities for women	*	*	*			*
II. SUPPORT FOR PRIVATE SECTOR AND SCIENCE AND TECHNOLOGY						
A. 1. Strengthen capacity to identify viable enterprises		*	*	*	*	
2. Strengthen private sector policy formulation	*		*			

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Areas of concentration	Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
3. Improve requisite support services		*	*		*	*
4. Tourism development	*	*	*	*		*
5. Ensure ecologically sustainable development	*		*	*	*	*
6. Investment promotion	*		*	*	*	
B. 1. Information network and policy management		*	*		*	
2. Standards and quality development	*	*	*	*	*	*
3. Commercialization of technologies		*	*	*	*	
4. Women in science and technology			*	*	*	
5. School science programme						
6. Science in agriculture and fisheries						
7. Computer awareness programme						

Areas of concentration	Poverty eradication and grass-roots participation in development	Environ-ment and natural resource manage-ment	Manage-ment develop-ment	TCDC	Transfer and adaptation of technology	WID
III. PARTICIPATORY DEVELOPMENT FOR POVERTY ALLEVIATION						
A. 1. Institutional strength-ening of Min. of Agr.	*	*	*	*	*	
2. Agricultural services development	*	*	*	*	*	*
3. Livestock and fisheries development	*	*	*			
4. Marketing, processing and rural finance	*	*			*	*
5. Agricultural technology development	*	*	*	*	*	*
B. 1. Rural development	*	*	*			*
2. Informal sector development	*	*	*		*	*
3. Support to NGOs	*	*	*	*	*	
4. Non-formal education	*	*	*			*

a/ Asterisks indicate major linkages only.